



Glendale 2025 The Next Step
General Plan
Implementation Program

Table of Contents

IMPLEMENTATION PROGRAM

I.	Plan Policies Specific to Each Plan Element	1
II.	Action Steps for Plan Implementation	15
	A. Short-Term Action Steps.....	15
	B. Mid-Term Action Steps.....	17
	C. Long Term Action Steps	18
III.	Performance Measures.....	19
	A. Element Evaluation	19
	B. Action Program Progress	20
	C. Land Use Absorption Analysis	21
	<i>Acreage Utilization Table</i>	21
	D. Performance Measurement Schedule.....	23
	<i>Planning Commission Performance Measurement Schedule</i>	23
IV.	Statutory Plan Requirements	24

I. PLAN POLICIES SPECIFIC TO EACH PLAN ELEMENT

The General Plan Policies represent the core of the Plan's Implementation Program. Individual sets of policies, specific to each of the nineteen plan elements, were derived from General Plan Element Goals, Objectives and Recommendations. The Element Groupings from the General Plan are carried over and consistently applied to this policy chapter.

The Policies represent critical continuity between the Goals, more specific Objectives, and Recommendations of the Plan Elements and the incremental Action Steps. The Goals and Objectives of the General Plan Elements are the direct product of the City's public participation process. In order to maintain publicly provided direction throughout, the policies are strictly based on each Plan Element.

The specificity of the Policies and the Action Steps (in the next section) are designed to give the City a highly useable General Plan. These guides can be applied in daily activities of all individuals involved in decision-making effecting the growth and development of the City and the Municipal Planning Area.

Each Element is revisited with numerous policies derived from the **Glendale 2025: The Next Step** goals and objectives. Parenthetical references are provided for the policies (indicating the goal number and lettering of the objective) as they appear in the Plan Element text.

Cross-references to other, interrelated Elements also appear, following the Element's abbreviation (e.g., H-2c cites Housing's second goal, objective c). Implementation Program references are indicated as "IP".

MUNICIPAL DEVELOPMENT ELEMENTS

Land Use Policies

- | | |
|---|--|
| 1. Land Absorption Tracking (IP) | Actively monitor land absorption by land use type |
| 2. Seek Desirable Land Uses
(2a; ED-1a; GA-1a) | Promote and facilitate employment, retail, entertainment/hospitality development and construction |
| 3. Adopted Plan Implementation
(2e; IP) | Implement the provisions of the City Center Master Plan, Arrowhead Specific Plan and North Valley Specific Area Plan |
| 4. Proximity of Housing to Workplace
(1a,b; ED-2a,b; GA-1b,c) | Encourage housing in close proximity to designated employment land uses |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Glendale 2025: The Next Step

Land Use Policies (cont.)

- | | |
|--|--|
| 5. Luke Land Use Compatibility
(3b; 6,b,c) | Actively lead in promoting land use compatibility around Luke AFB and in implementing the Luke Compatible Land Use (LCLU) area |
| 6. Mixed-Use Criteria & Incentives
(2c) | Prepare criteria to address compatibility needs and establish incentives to promote mixed-use development |
| 7. Re-Use Strategies
(5b; Rdvt-1c) | Prepare re-use directions for vacant and under-utilized sites |
| 8. General Plan Amendment Determination | Major and minor General Plan amendment determination shall rely on extent of deviation from the adopted General Plan |
| 9. General Plan - Zoning Ordinance Amendment | Adopt zoning ordinance amendments to address revised General Plan amendment criteria and procedures in accordance with General Plan Administration |
| 10. Compatibility Buffering (1d; 3d; H-4e; EP-4a) | Assure adequate buffers between residential and non-residential uses |

Circulation Policies

- | | |
|--|--|
| 1. Transportation Plan Implementation (IP) | Implement the Glendale Transportation Plan as adopted by City Council and approved the City voters |
| 2. Regional Transportation Links (6a,b) | Implement regional transit links including park and ride facilities |
| 3. Grand Avenue Improvements/Aesthetics (5a) | Complete, in cooperation with ADOT, Grand Avenue Expressway improvements and aesthetics |
| 4. Intersection Upgrades (IP, 6b) | Program intersection improvements in accordance with Transportation Plan |
| 5. Pathway Connections for Pedestrians/Bicyclists
(2b; B-1a,b) | Program and construct pathway connections for pedestrians and bicyclists |
| 6. Traffic Management Plans for Large Projects
(5a,b) | Continue and enhance the process of undertaking multi-modal transportation management plans for large scale developments |
| 7. Ride Service for Special Populations (1) | Design, program and fund a ride service for elderly, youth and disabled populations |
| 8. Noise Reduction Techniques (C-3b; EP-2c) | Incorporate noise mitigation features in major transportation projects |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Housing Policies

- | | |
|---|---|
| 1. Monitor Mixture of Single and Multi-Family Homes (1a,c) | Track single family and multi-family dwelling construction in Glendale |
| 2. Strategy to Maintain Single / Multi-Family Proportions (1c,f, 2c) | Adopt strategies to maintain desirable proportions of single family to multi-family dwellings in Glendale |
| 3. Consolidated Plans (3a) | Implement the Housing Plan for Glendale |
| 4. Affordability Assistance Strategies (2a) | Prepare strategies to offer assistance with housing affordability needs |
| 5. Infill Housing Construction (2b; LU-5a,c) | Prepare and implement infill construction incentives including zoning ordinance revisions to remove impediments to qualified projects |
| 6. Mix of Lot Sizes and Housing Types (1a) | Develop strategies and zoning ordinance provisions that encourage a mix of lot sizes and housing types |
| 7. Housing Assistance for Special Needs Persons (3a,b) | Establish and update programs to provide housing assistance to special needs persons |
| 8. Housing Variety (1f; LU-1c) | Develop comprehensive strategy for attracting a variety of housing opportunities including higher end and move-up housing markets |
| 9. Residential Area Noise Attenuation (4b) | Evaluate noise impacts on proposed residential development |

Redevelopment Policies

- | | |
|---|--|
| 1. Re-Use Strategies (1c; 2c; 4b) | Promote the re-use and the intensification of use of industrial and/or vacant commercial properties through development/ redevelopment approval processing and through favorable taxation policies |
| 2. Gateway Improvements (4a) | Develop a program to install “City Center Gateway” improvements on vacant lands at major intersections such as the northwest corner of 67th and Glendale |
| 3. Historic Preservation (3a) | Develop historic preservation criteria for application to redevelopment projects |
| 4. Neighborhood Amenities (4b; N-4e) | Identify neighborhood amenity deficiencies (open space, pathway or transit needs) and prepare a program for systematic improvement |
| 5. Target Areas of Visual Blight (1a; 3,b) | Direct specific redevelopment efforts to areas of visual blight |
| 6. Residential Rehab Incentive Programs (1d; 4c) | Establish and update residential rehabilitation programs stressing incentive based opportunities |
| 7. Infill Emphasis for All Uses (2a,b; LU-5a) | In concert with City-wide housing strategies, develop clear emphasis on residential and non-residential infill projects, identify infill sites and prepare incentive-based programs |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Urban Design Policies

- | | |
|---|--|
| 1. Urban Street Tree Program (1c) | Design and implement an urban street tree program |
| 2. Commercial and Industrial Design Standards (2b,d) | Revise and update the adopted commercial design guidelines and standards. Prepare industrial design guidelines and standards |
| 3. Unified and Consistent Design Guidelines Package (2a,b; N-1b) | Implement a unified and consistent Design Guidelines package for all city areas including compatibility with special areas and planned area developments |
| 4. Design Guidelines Applied to City Projects (IP) | City of Glendale projects shall adhere to adopted design guidelines and standards |
| 5. Keep Design Guidelines Current (2b) | Program updates of design guidelines at specified intervals in order to assure consistency with changing conditions |
| 6. Improved Design Assurance (H-1b) | Assign staff/group responsible for coordinated, consistent design guideline implementation and reporting |
| 7. City Entry Gateways (3b) | Develop a program to install Glendale entryway gateways |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

PUBLIC ASSETS ELEMENTS

Public Services and Facilities Policies

- | | |
|---|---|
| 1. Adopt Pay-As-You-Go (1c; CofD-1a,b) | The City shall adhere to a pay-as-go philosophy for public facilities and services, infrastructure extension and expansion |
| 2. Comprehensive Development Impact Fees (CofD-1c) | Maintain a comprehensive set of development impact fees to distribute public facility and service costs in an equitable manner and adhere to a regular fee schedule review and revision program |
| 3. Competitive Service Cost Analysis | Report on service cost comparisons with other municipalities that compete with Glendale for employment and service uses |
| 4. Proactive Infrastructure Placement (2d) | Guide growth to preferred locations through the location of utility, police, fire and library facilities |
| 5. Facility Accessibility (3a) | Review and report on access to public facilities and transit with particular attention to special needs populations |
| 6. Dial-A-Ride Feasibility (C-1) | Continue the implementation of a Dial-A-Ride program to serve special needs populations |
| 7. School Impacts Assessed (1d) | Adopt development approval guidelines related to school district impact assessment |
| 8. Assess Service Demands of Development (1c; CofD-1b) | Prepare a service demand / needs assessment format to evaluate new development proposals |
| 9. Plan for Airport Expansion (2c; ED-4a) | Implement detailed plan for eventual municipal airport expansion |
| 10. Evaluate Infrastructure Needs (1a; LU-2c) | Tie development approvals to availability of infrastructure |

Fiscal Policies

- | | |
|---|--|
| 1. Balanced Budget (1a) | City of Glendale annual budgets shall represent a balance of revenues to expenditures |
| 2. Cost – Revenue Relationships | Link on-going costs decisions to on-going (not one-time) revenues sources to avoid long term fiscal burdens |
| 3. Operation and Maintenance Resources (GA-1d) | Require all projects to provide for acceptable operation and maintenance revenue streams |
| 4. Condition-Specific Financial Plan | Prepare a strategic financial plan addressing changes in conditions |
| 5. Stable Tax Rates | Enhance economic development prospects and constituency satisfaction through adherence to stable tax rate policies |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Fiscal Policies (cont.)

- | | |
|--|--|
| 6. Program Performance Evaluation | Enact performance evaluations to better assess fiscal performance of individual programs, providing for informed decision-making |
| 7. Planning Commission Review of CIP (1b) | Forward the Capital Improvement Program (CIP) to the Planning Commission for review on an annual basis |
| 8. Annexation Fiscal Analysis | Perform fiscal analysis on all annexation proposals to ensure cost/benefit disclosure |
| 9. Economic Development Targets (2c) | Identify target areas for redevelopment and revitalization |
| 10. Private Infrastructure Finance (1d) | Prioritize and coordinate CIP projects supported by developer contributions or participation |
| 11. Funding Sources (3a) | Explore matching funds opportunities for all City-funded facilities and services |

Public Buildings Policies

- | | |
|---|--|
| 1. Accessibility (1b,c) | Assess and improve as necessary physical access to public buildings |
| 2. Public Facility Design Compliance | Comply with design guidelines and standards on new construction, remodeling, and renovation of public facilities |
| 3. Neighborhood Access (1b) | Provide neighborhood pedestrian and bicycle access to park and library locations |
| 4. Public Building Capacity Planning (1d) | Evaluate needed capacity expansions (building square footages, land, location, costs) to serve estimated growth |
| 5. Accurate Impact Fees for Buildings (CofD-1c) | Development impact fees for library, police and fire to reflect current and/or future construction costs |
| 6. Public Building Retrofit/Replacement Schedule (2a) | Prepare replacement/renovation schedule for City Hall and other key facilities including libraries, community centers, district offices. |
| 7. Assess Public Facility Demands | Create “development proposal assessment” to determine new public facility demands prior to rezoning or development approval |
| 8. Coordinated School Facility Planning (1a) | Forward student generation analysis for proposed development to appropriate school districts. Rezoning and development approvals shall be tied to adequate school facility participation |
| 9. Joint-Use Opportunities Analyzed (3a,b) | Prepare an assessment of joint-use opportunities for Civic Center, City Hall, parks, libraries, community centers, and schools. |
| 10. Multi-Purpose Arena/Parking Structure Oversight (1e) | Activate and maintain oversight function for the multi-purpose arena and public parking structure projects |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Economic Development Policies

- | | |
|---|---|
| 1. Recruitment of Well-Paying Jobs (1a) | Establish a program to recruit employers and assist in expanding, redeveloping with existing employers offering mid- to upper-level payscale ranges |
| 2. Office Employment in Mixed-Use Areas (2a) | Support a variety of office type development in mixed-use settings in the identified growth areas including Western Area Plan, City Center, Arrowhead Ranch Specific Plan and North Valley Specific Area Plan |
| 3. Freeway/Arterial/Transit Access (C-5a,b) | Recognize and maximize freeway, major arterial and transit service access opportunities for employment sites |
| 4. Jobs-to-Housing Ratio Gains (1a,b; GA-1c) | Prepare strategies to attract employment users and minimize the conversion of commercial, business, office and industrial sites to residential uses |
| 5. Pursue Economic Diversification (3b) | Focus specific recruitment efforts on land use diversification including bringing institutional, office, health care, hospitality, and retail uses to Glendale |
| 6. Regional Retail Capture (5a,b) | Facilitate through incentive and marketing activities opportunities for retail and entertainment users that serve multi-community trade areas |
| 7. Local Business Retention and Expansion (2c; Rdvt-1b) | Implement a program working cooperatively with existing local businesses to maximize growth opportunities, improve image and function |
| 8. Airport/Glen Harbor Business Park Expansion (4a; GA-2b) | Analyze options, including infrastructure availability and transit service, to stimulate growth at Glen Harbor Business Park and the Glendale Municipal Airport |
| 9. Utilization of Heavy Industrial Sites | Inventory under-utilized industrial sites in the Grand Avenue corridor (outside City Center) and work with owners and development community to identify opportunities and potential users that can intensify site utilization |
| 10. Cooperate with Private Utility Planning (3a) | Coordinate private utilities to provide infrastructure for new industry and commerce |
| 11. Support Luke AFB Planning (4b) | Follow Luke retention and re-use strategies |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

QUALITY OF LIFE ELEMENTS

Neighborhood Policies

- | | |
|---|---|
| 1. Unique Neighborhood Image (1a; UD-3a) | Develop a program to identify individual neighborhood image themes in cooperation with neighborhood representatives |
| 2. Voluntary Property Maintenance (4a; 3b,d) | Endorse enhanced, voluntary property maintenance with City-backed incentive program |
| 3. HOA's Assistance on Issues (2b; H-1g) | Facilitate cooperation and assistance between HOA's and homeowners on maintenance and compatibility issues |
| 4. Traffic Calming (4c; H-4c; S-3d) | Prepare standards for a variety of traffic calming devices for residential areas and implement based on adopted criteria |
| 5. Older Areas Revitalization Strategies (4b,d; H-2b) | Develop revitalization strategies (including such improvements as infill lighting, sidewalks and handicapped ramps) in concert with Housing and Redevelopment policies for mature, core areas |
| 6. Neighborhood Identity & Connections (UD-3b,c) | Emphasize distinct neighborhood identities and characteristics and provide linkages and transitions from neighborhood to neighborhood |
| 7. Community Partnerships Department Information Coordination (2a,b) | Continue and expand the role of Community Partnership and interneighborhood communication |
| 8. Greenbelt/Buffering Techniques (3a; GA-3c; EP-2b) | Prescribe landscaping and screening devices as appropriate for land use buffers and greenbelts |

Bicycling Policies

- | | |
|--|--|
| 1. Prioritized Completion of Bicycle Links/Connections (1a,b; 4b) | Address priorities for capital projects to implement the completion of key segments in the bicycle system as part of the programming process |
| 2. Grade-Separated Crossings (2a) | Coordinate grade-separated bicycle and pedestrian crossings with major roadway improvement programs |
| 3. Collector Street Designated Bicycle Routes | Continue the implementation of collector streets as bicycle routes thereby limiting cyclists exposure to major arterial traffic |
| 4. Bicycle Facilities in New Development (1a; LU-4b) | Provisions for bicycle facilities shall be included in development approval criteria |
| 5. Rezoning to Address Bicycle Needs (1a) | Establish rezoning policies to include off-site bicycle facility extensions where development creates a reasonably related impact |
| 6. Bicycle Access to Public Facilities and Neighborhoods (1a,b) | Continue to address bicycle access to public facilities and appropriate linkages to neighborhoods |
| 7. Bicycle Support Facilities (4d) | Support facilities will be addressed as part of the bicycle system development process |

Safety Policies

- | | |
|--|--|
| 1. Update Emergency Response Plan | Complete update to the existing emergency response plan at established intervals |
| 2. Neighborhood Satellite Police Offices (1d, 2a) | Maintain small, neighborhood-scale police offices to enhance community relations and visibility |
| 3. Disaster Response Plan | Prepare a disaster response plan to enhance municipal readiness in the event of a major disaster |
| 4. Land Use Controls in Airport Hazard Areas (4a,b) | Implement zoning regulations to address land use compatibility in both airport hazard areas |
| 5. Transportation System Safety (3a,b,c,d) | Implement improvements to roadway intersections and traffic management to reduce demands on emergency service response units |
| 6. Staffing Keep Pace with Growth (1a,b,c) | Maintain fire and police staffing to population ratios and emergency response times |
| 7. Neighborhood Involvement (1e; 2b,c) | Maintain neighborhood relations programs addressing the accessibility of public safety personnel with incentives for personnel to work and live in the same neighborhood |

Recreation Policies

- | | |
|--|--|
| 1. Implement Parks and Recreation Master Plan | Ensure follow through on master plan recommendations and action programs per adopted plan |
| 2. Park Construction (3a,b) | New park facilities shall be constructed in a prioritized manner. The 88-acre park in West Glendale should receive high priority |
| 3. Emerging Sports and Adventure Centers (PRMP) | New centers targeted to young adults to be designed and built |
| 4. Neighborhood Centers and Playgrounds (PRMP) | Prepare an action plan to fill existing deficiencies of neighborhood centers and playgrounds in accordance with the Parks and Recreation Master Plan |
| 5. Development Impact Fees for Parks (CofD-1c) | As a component of a comprehensive set of fees addressing public facilities, parks development impact fees shall be assessed and updated at regular intervals |
| 6. Parks and Recreation Master Plan | Update the master plan to address the annexation areas and the Municipal Planning Area (MPA) of Glendale |
| 7. Joint Library/Park Development (1d) | Evaluate planned park sites for potential co-location of branch libraries |
| 8. Regional Recreation System Planning (1d) | Cooperate with Maricopa County and MAG in regional park/trail planning |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Conservation of Resources Policies

- | | |
|--|---|
| 1. Telecommuting Opportunities (2d,e) | Facilitate traffic/air pollution reducing telecommuting by providing flexible, high speed telecommunications connections |
| 2. Utilize Reclaimed Water (1b,d) | Private and municipal users implement water conservation by using reclaimed water for groundwater recharge, golf course, lakes, fountains, parks and in other landscaping |
| 3. Recycling Programs (1c) | Enhance sustainability and reduction in resource consumption through citizen use of municipally provided recycling opportunities |
| 4. Recycling Service (1c) | Continue to provide curb-side recycling to all single family residences and duplexes |
| 5. Conservation Education (1d) | Support grade-school education programs addressing conservation of resources and recycling opportunities |
| 6. Green Building Practices (2a,b,c; ED-6a) | Adopt revised/accepted alternate building codes that employ green building/energy efficient principles in building design and construction |
| 7. Stormwater Runoff (3a,b) | A program focused on the improvement of stormwater runoff quality will be continued |
| 8. Stormwater Permits (3a,c) | The City shall obtain necessary permits for applicable public facilities |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

GROWING SMARTER ELEMENTS

Open Space Policies

- | | |
|--|--|
| 1. Open Space Master Plan (1a,b; 2) | Prepare plan for open space and trails for the MPA including protection and management provisions |
| 2. Open Space Inventory (2) | Prepare an inventory of open space preserve prospects for the Glendale MPA |
| 3. Open Space Access Plan (2a,b,d) | Prepare an access plan for existing open areas including current access points, access protection, and changes to access as development proceeds |
| 4. Connectivity of Open Space (2b) | Work cooperatively with other jurisdictions and locally to prepare a program to develop connections between regional open space preserves |
| 5. Integrated Open Space (3b) | Require open space reserves in proposed planned developments |
| 6. Habitat Conservation (3c) | Inventory habitats and prepare conservation strategies |

Growth Areas Policies

- | | |
|---|--|
| 1. Adopted Specific Plans Receive Major Capital Investment | Implement adopted specific plans, including the Western Area Plan and the City Center Master Plan, through major capital investment decisions. Continue to implement the Arrowhead Ranch Specific Plan and the North Valley Specific Area Plan |
| 2. Freeway/Major Arterial Access for High Intensity Nodes (2b) | Program and develop access from key high volume transportation facilities to high intensity nodes in growth areas |
| 3. Transit Connections to Growth Areas | Plan and fund transit connections to growth areas, employment centers and municipal service areas |
| 4. Pathway Links to Residential Areas (OS-2b; B-1a,b) | Provide pedestrian and multi-use trail links to residential areas |
| 5. Employment Driven Growth (1c) | Emphasize, facilitate and provide incentives for employment-driven growth in all public decision-making opportunities |
| 6. Lower Intensities in Growth Nodes Beyond City Service Areas | Actively support lower development intensities in those growth areas and nodes located beyond city service areas |
| 7. Sustain Luke AFB Stability (3b) | Actively support the sustainability of Luke AFB by restricting incompatible development in the Luke Compatible Land Use (LCLU) area |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Environmental Planning Policies

- | | |
|---|--|
| 1. Protect Threatened and Endangered Species
(1e) | Adopt a logical, locally attuned endangered and threatened species policy |
| 2. Archaeological Resource Management (1a) | Adopt a policy regarding the inventory, treatment, disposition, and protection of archaeological sites |
| 3. Air Quality Planning (5a,b,c) | In conjunction with MAG, prepare and regularly update air quality plans |
| 4. Paving Program (5) | Actively reduce airborne dust by continuing to implement a paving program for unpaved streets, roads and alleys |
| 5. Dust Nuisance Ordinance (5) | Adopt and fund an enforceable dust nuisance ordinance |
| 6. Sanitary Sewer Connection (3b) | Prepare a strategy to require new development to connect to sanitary sewer including specific density triggers and to discourage the proliferation of septic systems |
| 7. Noise Mitigation (UD-2b,d) | Develop and include noise mitigation standards in commercial and industrial design guidelines |

Cost of Development Policies

- | | |
|---|---|
| 1. Pay-As-You-Go Policy (F-3d, GA-3a) | The City shall adhere to a pay-as-go philosophy for infrastructure extension and expansion |
| 2. Developer Contributions Expedite Improvements | Developer contributions will serve to expedite CIP scheduling of needed public infrastructure including roads, sewer and water systems |
| 3. Payback Mechanisms (2a,b,c) | Prepare and adopt payback mechanisms for privately financed and installed public infrastructure |
| 4. Reduce Commute Time | In land use and development approval decision-making, consider commute time reduction as an improved efficiency related to the cost of development |
| 5. Investor-Owned Utilities Investment | Non-municipal utility companies, including state of the art communications, are expected to keep pace with infrastructure demands for their growing customer base |
| 6. Cost Incentives (3a,b; Rdvt-1d) | Establish density, building code, processing and fee reduction incentives for projects located in redevelopment/revitalization areas |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CoFD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Water Resources Policies

- | | |
|---|--|
| 1. Water Resource Acquisition (4a,b) | As water service area and water demands increase, actively pursue acquisition of additional water resources utilizing a variety of financing mechanisms including existing revenue bonds |
| 2. Water Conservation Program (2d) | Prepare and adopt a comprehensive water conservation program that addresses residential, commercial and industrial water users and includes groundwater recharge and effluent re-use |
| 3. Water Conservation Incentives (3) | Coordinate with water conservation efforts to provide incentive to reduce consumption |
| 4. Water Quality Protection (1a,d) | Continue to provide high quality water and adopt water quality assurance measures that meet County, State and Federal requirements including annual reporting |
| 5. Water Resource and Drought Master Plan (1) | Prepare and maintain a master water resource and drought management plan |
| 6. Groundwater Recharge Program (2b) | Assess groundwater recharge opportunities and prepare criteria to assist in decision-making for earning credits |
| 7. Reclaimed Water Use (2a) | Maximize use of reclaimed water that meets minimum quality standards for non-residential irrigation, and industrial applications. For new facilities with five acres or more of turf, require equipping for reclaimed water use when supplies become available |
| 8. Water Service Impact Assessment for Far West (1c) | Develop criteria and require assessment of water service area extensions to properties west of 115th Avenue |
| 9. Industrial Wastewater Pretreatment | Maintain a program to assure industrial wastewater meets or exceeds established discharge standards |
| 10. Assured Water Supply Dispensation | Allow new development to utilize City assured water supply status when deemed in public interest |
| 11. Water Quality Testing (1a,d) | Maintain State certified water quality laboratory and comprehensive testing program that tests in accordance with County, State and Federal requirements |
| 12. Public Disclosure of Water Quality (1a) | Provide timely and useful public notification of drinking water violations as required under the Federal drinking water regulations |
| 13. Water System Flexibility | Ensure operating system flexibility to manage changing water quality regulations and emergency water demands |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Water Resources Policies (cont.)

- | | |
|--|--|
| 14. Grandfathered Water Rights Acquisition (4b) | Require new development to transfer grandfathered water rights as a reasonable condition of received City assured water supply |
| 15. Urban Irrigation Limits | Limit new urban irrigation uses on Salt River Project lands to five acres or less of turf |
| 16. Use of Drought Tolerant Vegetation (UD-2c; EP-4b,c) | Through ordinance, education and incentives, broaden the use of drought tolerant plant materials for landscaping applications |
| 17. Stormwater Harvesting | Establish standards and criteria for the capture and use of stormwater for irrigation purposes |

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

II. ACTION STEPS FOR PLAN IMPLEMENTATION

General Plan accomplishments require shared responsibility among Glendale residents and their organized associations, private sector landowners and developers, business interests, employers, schools, public agencies and municipal government. The City of Glendale administers many of the studies, policies and decision responses necessary for Plan implementation; however, the public are both participants in and beneficiaries of planned improvements.

The General Plan encompasses many of the City's commitments to previously-adopted functional or specific area plans. Documents included as givens -- to be implemented -- include: the voter-approved Transportation Plan, the Parks and Recreation Master Plan and others.

Action Steps, derived from General Plan Element recommendations, cover a wide range of interests. Needs that were determined by citizen participants in the planning process as well as priorities from the adopted "givens" receive attention in a series of steps that are designed to reach the City's goals. Municipal resources, together with private sector investment and funding from other agencies, will be applied to sustain the implementation process.

Numerous initiatives will have to be undertaken simultaneously. The City has many assets already in place, including fundamentally sound infrastructure and strong motivation for maintaining civic excellence. Multi-faceted improvement programs can build on this foundation, but they must be carefully coordinated with creative growth management to avoid conflicts and duplication of effort.

Implementation Action Program

General Plan progress can be measured in short-, mid- and long-term phases. Time frames, action programs, the Elements they address and brief project descriptions are described in tabular format. Parties responsible for taking the lead on each action step are also identified.

A. SHORT-TERM ACTION STEPS

First stage projects are listed. Priorities remain to be established. All programs are important, however, funding sources and scheduling issues will determine which actions would be pursued immediately while others are deferred for planning, design and spending decisions. Preparations are already underway for several of these key projects which represent on-going City commitments to effective municipal growth management.

Each of the General Plan's nineteen Elements appears in at least one of these immediate response steps. In most cases, a combination of planning components coordinate toward the desired accomplishment of early implementation successes. A foundation for lasting improvements, based on identified Goals and Objectives, can be established through the following actions:

Glendale 2025: The Next Step

Short-Term (2003-05)

Program	Responsibility	Action required	Elements
Code Revisions	Plng/Atty	Zoning and related codes correspond with Plan	All
Development Review	Plng/Eng	Consistent development criteria, requirements	PB, PSF, C, B
Impact Fees	Finance	Formula for biennial adjustments	CoD, PSF, F
Transportation: Phase I	Trans/Eng	Roadway, intersection priorities	C
Infill Housing	Hsg/CP/BS	Sites, specifications, incentives, bid proposals	H, LU, N, Rdvt.
Expedite Devt Approval	Plng/Eng/Hsg/CP	Fast track, checklist, eligible projects	GA, LU, Rdvt, H
Street Tree Program	Field Ops	Design, priorities, phasing	UD, C
CIP/Plan Consistency	Finance	Action Program-responsive CIP	All
Master Water Resources Plan	Utilities	Projections, incentives, additions to supply	WR
Employer Recruit	ED/Plng/Private	Background data, marketing strategy, sites	ED
Comml, Indl Design	Plng/Private	Handbook guidelines, standards, examples	UD
Monitor Land Absorption	Planning	Database, tracking system	LU, GA
Parks & Rec: Phase I	P&R	Meet short-term (2004) needs forecasts	R, OS
Priority Growth Areas	ED, Planning	Expedited development	GA, LU
Functional Classification Map	Trans/Eng	Street hierarchy, specifications	C
Development Incentives	ED, Finance	Scaled to benefits	ED, GA
Emergency/Disaster Plan	Fire/Police	Revise 1990s document	S
Plan Flexibility	Plng/ED	Exemption from General Plan Amendment	LU, GA, ED
Funding Requirements	Finance	Needs projections: bonds, ED profits, savings	All
Service to Other N'hoods	Field Ops	System modernization, facilities locations	PSF
Citizen Plan Monitoring	CP/citizens	Participation in General Plan performance evaluation	N
Neighborhood Parks	P&R/CP	Address deficiencies in small parks	R, N, Rdvt
School District Impacts	PFS/Schools	Coordinated services to new facilities	PSF
Public Building Design	Plng	Standards for site planning, architecture	PB, UD
HOME	Hsg	Assist 885 homeowners w/rehabilitation	H, Rdvt, N
CDBG/HOME	Hsg	Assist 64 new families to become homeowners	H
Low Rent/Section 8	Hsg	Assist 3302 renters w/supporting programs	H
Housing Status	Hsg	Bi-annual report on regional housing status	H
Special Populations Housing	Hsg	Assistance to elderly, poor, challenged	H
Bicycle Plan Update	Trans/P&R	Lanes, pathways, amenity coordination	B, Rec, C
Property Maintenance	CP/citizens	Voluntary compliance with localized standards	N
Conservation Strategies	Environmental	Natural resource protection priorities	Con
Neighborhood Security	CP/Police/Fire	Crime prevention, emergency response, traffic safety	S, N
Groundwater Quality	Utilities	Preventative anti-contamination measures	WR
Expand Recycling	Field Ops	Expand solid and hazardous waste removal	Con, N
Open Lands Priorities	Planning	Inventory of non-developable, scenic corridors	OS
Mitigation: noise air, water	Utilities	Meet Federal, State standards	EP
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

Responsibility Legend: Atty = City Attorney; BS = Building Safety Department; CP = Community Partnerships Department; ED = Economic Development Department; Eng = Engineering Department; Field Ops = Field Operations; Hsg = Housing Department; IGR = Intergovernmental Relations; P&R = Parks and Recreation Department; Plng = Planning Department; Private = Private Sector; Trans = Transportation Department

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CoD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Implementation Program

B. Mid-Term Action Steps

Assessments regarding Short-Term accomplishment will help to guide Mid-Term priorities. Certain programs, such as those involving neighborhood organizations and citizens, would be expected to continue. Projects where planning is complete (e.g., pedestrian improvements, municipal buildings, bike paths) are ready for construction.

Growth areas, particularly the City Center and Western Area, should be well underway. Additional, large-scale investments would be in order to maximize revenues for both the public and private sectors.

Again, virtually all Elements receive on-going attention so as to sustain the momentum of General Plan Implementation. With major construction projects in readiness, growth management coordination becomes even more critical.

Returns on investment, evidenced by a broadened tax base, should help provide additional financial resources for accelerated General Plan implementation. The Mid-Term will rely heavily on other public bodies and agencies, as well as the private sector, responding the Glendale's growth needs.

Supplementary actions would be anticipated based on the prior phase results. Logical next steps to follow first stage activities could include the following:

Mid-Term (2006-10)

Program	Responsibility	Action required	Elements
Transportation: Phase II	Trans/Eng	Grand Avenue, Super street, transit	C
P&R: Phase II	P&R	Adventure centers, regional parks, park/.school	R, OS
Neighborhood Revitalize	CP/Hsg/Rdvt	Target areas, demonstration projects	N, LU, H, Rdvt
Bonding	Finance/Private	New GO and Revenue Bonds	F, PSF
Municipal Airport	ED	Expand, initiate business development	ED, GA, LU, PFS, C
Agricultural Easement	Plng/Private Foundations	Tools: ordinance, TDR, valuation formula	LU, GA, OS, EP
Future Public Building Sites	Plng/Finance/Schools	Locations consistent with development timing	all
Buffering Strategies	Plng/CP/Hsg	Compatibility, screening techniques	H, N, Rdvt, C
Bicycle Route Links	Trans/Eng/P&R	Begin install needed connections	B, C
Evaluate Growth Areas	ED	Reprioritize incentives, update devt. timing	GA, ED, CoD
Update Residential Design	Plng/Private	Revisions coordinated with homebuilders	UD
WR Plan: Phase I	Utilities	Implementation conservation, supply priorities	WR
Open Space/Trails Plan	P&R, Planning	Augment P&R Master Plan	OS, LU

Responsibility Legend: Atty = City Attorney; BS = Building Safety Department; CP = Community Partnerships Department; ED = Economic Development Department; Eng = Engineering Department; Field Ops = Field Operations; Hsg = Housing Department; IGR = Intergovernmental Relations; P&R = Parks and Recreation Department; Plng = Planning Department; Private = Private Sector; Trans = Transportation Department

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CoD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

Glendale 2025: The Next Step

Mid-Term (2006-10) *continued*

Program	Responsibility	Action required	Elements
Pedestrian Amenities	Trans/R/Eng	Construct bridges, walkways	S, C, UD, Rdvt
Luke Compatible Renewal	Plng/ED/IGR	Land use patterns updated, revised	LU, GA, ED
City Center construction	ED/Finance	Key buildings, infill projects	PB, Rdvt
Implement Conservation Strategy	Planning/ Environmental	Preserve habitat, air/water quality	Con
Install Bicycle Amenities	Private/Trans	System improvements installed	B, R, C
Recalibrate Plan Performance	Plng/citizens/private	Adjusted measures for revised priorities	All
Green Building Practices	Building Safety	Adopt additional building code provisions, incentives	Con, H, UD
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

C. Long-Term Action Steps

The City's system master plans remain for completion, and possible updating, during the longer term phase. Transportation, recreation and water resources should have seen significant improvements, but much more would remain to meet demands of 2025's population.

Statutory requirement for comprehensive General Plan revision at least every ten years would focus the adjustment and detailing of recommended actions between 2011 and 2025.

Long-Term (2011-2025+)

Program	Responsibility	Action required	Elements
Transportation: Phase III	Trans/Eng	Advanced construction including light rail	C
Parks & Rec: Phase III	P&R	Complete multi-generational centers, etc.	R, OS
WR Plan: Phase II	Utilities	Secured supply for 2025 and beyond	WR
General Plan Update	Plng/All/Citizens	Adopt updated Plan for all Elements	All
Residential Rdvt/Re-use	Hsg, ED	Evaluation of neighborhood edge areas	H, Rdvt, ED
Landfill Siting	Field Ops/Plng/ Citizens	Evaluate long-term solid waste disposal plan	EP
Bike Facilities: Phase II	Trans/Eng	Complete installation at overpasses & amenities	C, B
Luke Sensitive Evaluation	Planning	Re-evaluate of tools and strategies	LU
Open Space II	Private Sector/ Foundations, Plng	Implementation of Open Space Plan, tools and acquisition	OS, Rec
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

Responsibility Legend: Atty = City Attorney; BS = Building Safety Department; CP = Community Partnerships Department; ED = Economic Development Department; Eng = Engineering Department; Field Ops = Field Operations; Hsg = Housing Department; IGR = Intergovernmental Relations; P&R = Parks and Recreation Department; Plng = Planning Department; Private = Private Sector; Trans = Transportation Department

Element Legend: LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

III. PERFORMANCE MEASURES

Glendale 2025: The Next Step challenges the entire community to meet citizens' aspirations over the next quarter century. The General Plan is comprehensive, as is the responsibility for ensuring that its goals are implemented. Sustaining momentum toward achievement of specific objectives, then taking on higher aims, is everybody's job.

Keeping track of Plan implementation progress in a methodical manner enables everyone, from the grassroots to City Council, to judge how well planning policies are being applied. Plan performance can be identified and addressed to maintain the desired balance among Elements. Meaningful standards of measure help to highlight areas of implementation success, at the same time revealing follow-through activities that need more emphasis, added resources or, in some cases, significant redirection.

The Glendale Planning Department staff serves as the repository for General Plan progress data. Evaluations of success and/or shortfalls are conducted regularly throughout the year for reporting to City management, other departments, the Planning Commission and City Council. The Planning Commission is Glendale's principal Plan Progress review body, responsible for verifying the accuracy and interpretation of information presented regarding Plan implementation effectiveness and City-wide development activity. Progress reviews may be conducted as discussion or decision items of the Commission's regular meeting agendas.

A proposed Glendale 2025 Performance Measurement system includes four constituent programs. They are, as outlined in the following subsections: Element Evaluation, Action Plan Progress, Land Absorption Analysis and Performance Measurement Schedule. It is anticipated that additional criteria will be developed for specific City functions' programs -- some of which may become part of the recorded measurement system. These regular exercises, taking stock of Glendale General Plan activity, are meant to be summarized in the Annual Report document called for in the General Plan's Administrative section.

A. Element Evaluation

Each of the nineteen General Plan Elements should be revisited on at least an annual basis. Land Use, Water Resources, Circulation, Recreation, Economic Development exemplify subject areas where more frequent progress notations are made. Some Elements (e.g., Growth Areas, Neighborhood) could be maintained adequately with once-a-year review.

Broad "response" evaluations might be supplemented, as applicable, by the more detailed technical tracking records.

Goals/Objectives Response. At the broadest level of implementation accomplishment, Elements are scored according to relative emphasis placed on their respective Goals and Objectives since the previous yearly measurement. Staff or other responsible agent would provide summary status information pertaining to every item for Planning Commission consideration. Overall attention to General Plan Goals and Objectives

Glendale 2025: The Next Step

would be rated for each Plan Element by Commissioners on a simple 1 to 10 scale: 1 being the lowest rating "no attention, seriously deficient"; 10 being "well-served, ahead of action schedule". A cumulative average of 6 or better may be regarded as satisfactory rating, although a target of 8 would reflect superior Element performance.

Goal ratings should generally derive from scores on the underlying objectives, although it is possible (probable in the early years of the measurement system) that the value ascribed to the Goal could be higher than that of any or all Objectives. That is, under the Recreation Goals "Plan for ample park/recreational facilities in newly developing areas" (See page 57), perhaps none of the objectives has been specifically addressed, let alone completed. Nonetheless, say, if the Parks and Recreation Commission had conducted and approved a strategic plan for facilities needs in new growth sectors, the Goal could receive a high mark, 7 or 8.

The Element evaluation, however, should bear close numerical relationship to the average of Goal ratings. That is, if Recreation's three Goals scored 4, 8 and 5, respectively, the Element would rate 6 (5.9), "satisfactory".

Technical Assessment. More precise criteria can be set for Elements where City staff maintain current information on a continuing basis. Cost of Development measures would easily relate to Development Impact Fee schedules and collections. Water Resources calculations would allow for comparison of per capita consumption, system production, water quality indices and additional standards from year-to-year. The Housing Element would record statistical accomplishments from the Five-Year Consolidated (Housing) Plan and Annual Action Plan.

An example of technical measurement would be comparative accident reduction data, for the Safety Element, at stipulated intersections where signalization improvements had been installed. Using a baseline of average number of occurrences over the five previous years, a target ten percent reduction (measured for the first year; and, then as a five year average) constitutes full performance.

B. Action Program Progress

The step-by-step activities that are recommended for accomplishing objectives, then attaining Glendale 2025 goals (set forth in Implementation Section II) constitute the Plan's strategic framework. Again, with Staff preparation of background information, the Planning Commission provide oversight for maintaining effectiveness and momentum in Action Program administration.

To ascertain the City's commitment to specific implementation projects, each Action Step on the current Phase chart (in Short-Term, Mid-Term, Long-Term) should also be evaluated. A maximum of 5 points may be awarded for any item. 0 = no attention; 1 = limited progress; 2 = preliminary or draft work transmitted; 3 = partial completion, preliminary results achieved; 4 = completed, ready for implementation; 5 = completed, implementation underway.

Glendale 2025: The Next Step

Looking at the Short-Term Phase, for instance, the more than 30 items could achieve a potential score in excess of 150 points. In the first year, 2002, a score of 90-100 might be acceptable. By the second year, the total should be above 120. In the second and third years, points may be awarded for beginning accomplishments in the next Phase. That is, if progress has been made toward, say, installing bicycle paths and establishing the Water Resources Master Plan -- both called for in the Mid-Term, each may rate an additional point or two. Therefore, when ratings are completed in 2005, the Action Program could have achieved a success rating of 150+ points and be ready to embark on the next Phase.

Members of the public such as neighborhood organizations, other Boards or Commissions and City Council may also be provided an opportunity to fill out performance score cards as input to the Planning Commission's assessments.

C. Land Use Absorption Analysis

The General Plan is fundamentally about using Glendale's land resource wisely. In broad terms, the Land Use Map shows where different types of land uses are expected. Land use absorption is measured by ascertaining when, and at what intensity, these uses are developed, installed or otherwise put in place. Glendale formulas assume employment-driven growth, augmented by increasing proportions of commerce.

ACREAGE UTILIZATION

Growth projections indicate where different types and intensities of land development are expected to occur. (See: Land Use, Growth Areas Elements) A general summary for subareas within the current City boundaries shows nearly nine square miles of additional urban development by 2025.

Acreage Absorption by use to year 2025:

	RESIDENTIAL		COMMERCIAL	EMPLOYMENT
	Single Family	Multi-Family		
A. Northern Avenue to Camelback Road (67th Avenue to 83rd Avenue)	48	19	40	100
B. South of Northern Avenue (43rd Avenue to 67th Avenue)	100	25	100	500
C. Northern Avenue to Bell Road (43rd Avenue to 67th Avenue)	40	19	50	110
D. Bell Road North (51st Avenue to 83rd Avenue)	100	52	75	100
E. Western Area (83rd Avenue to 115th Avenue; Northern Avenue to Camelback Road)	2,200	146	216	1,200
TOTAL ACRES	2,488	261	481	2,010

Further breakdowns are provided for 2005, 2010 and ultimate buildout. (See: General Plan Technical Appendices).

CHANGES OF CONDITIONS

Unforeseen circumstances, such as a major development proposal or a severe economic downturn, should be entered into the progress measurement equation. Critical needs -- infrastructure extensions or repairs, responses to flooding or other natural occurrences -- would require alteration of planning priorities; and, therefore, adjustment to short-term land absorption forecasts.

It is suggested that annual absorption projections, supported by known development intentions, be prepared for regular monitoring on a quarterly basis. An assessment of development completed (or in actual construction) would be conducted at year's end to determine: 1) accuracy of the projections by percentage variation (i.e., +10%, -5%); 2) utilization of acreage allocated by use type to the Year 2025; and 3) appropriate adjustments, including projects added or deferred, for the subsequent forecast period.

The Western Area Plan's development forecasts assume 60-80% buildout, depending on land use type and market-responsive development intensity, by 2025. With entertainment/commerce-driven initial phases, up to 25% of buildout of those use types would be assumed during the short-term, or by 2025.

Significant deviations from annual projections (particularly if experienced for two or more consecutive years in any use type) or from the average yearly absorption in terms of total acreage available for that use would signal the advisability to revisit the "overachieving" or deficient use's cumulative absorption expectation. Employment or commercial use deficiencies (because they are regarded as drivers for General Plan Growth Areas and Glendale desired overall balance) may require the City to adopt more aggressive development incentive policies.

REDEVELOPMENT ASSESSMENT

Similar projections and measurements should be directed to targeted redevelopment areas. Principal focus for redevelopment evaluation would be on the City Center Master Plan area. The General Plan assumes its "buildout" (that is, replacing all presently underutilized sites with new or more intense uses) before 2025. Acreage allotments, for purposes of absorption, should be calculated on 5-15 year time frames, depending on use type.

Public projects, such as the Transit Center and civic buildings, are expected to occur during early redevelopment stages, by 2005 or shortly thereafter. Neighborhood preservation programs should be tracked; however, they would generally not be included in acreage or intensity analyses.

Individual redevelopment sites outside the Plan area, would be listed in annual forecasting as their site planning became imminent. Cumulative totals could be kept to record incremental, disparate property redevelopment on a City-wide basis.

D. Performance Measurement Schedule

Comprehensive oversight of General Plan Implementation success is maintained through administration of repetitive performance assessment exercises. A typical annual schedule of assessment checkpoints, which may be adjusted at the City Council or Planning Commission's pleasure, is illustrated below. Full explanations for each review function are covered in the preceding sections, pp. 19-22.

Land absorption data would be expected to be available, as information, on a quarterly basis. The annual assessment, however, should be conducted prior to Capital Improvement Program updating so as to identify projects, geographical areas and municipal systems with immediate, changed funding requirements.

Likewise, Action Phase Priorities may be CIP implications. Mid-year assessments are recommended, however, to ascertain whether additional implementation efforts are necessary -- allowing sufficient time for correction before budgeting or other resource enhancement requests would be considered.

Elements may be reviewed at the Commission level on a quarterly basis, generally by the defined Element groupings. As appropriate, more frequent updating of certain Elements or expediting others ahead of schedule may be undertaken. For instance, if revised statistical data would be pertinent to pending development proposal applications, it should be made available as public information for Commission's advisory function and City Council decision-making.

PLANNING COMMISSION PERFORMANCE MEASUREMENT SCHEDULE

ASSESSMENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Annual Report Input	X	X										
Elements Quarterly Review			X			X			X			X
Action Phase Priorities				X						X		
Land Absorption										X		

IV. STATUTORY PLAN REQUIREMENTS

Glendale 2025: The Next Step has been prepared in accordance with Arizona statutory requirements. All plan elements respond to Planning Statute specifications including:

Land Use Element designates the proposed general distribution, location, and amount of land for housing, business, industry, recreation, public facilities, and open space. Each land use category is described; density/intensity requirements are identified; and clear definitions are provided.

While identified in the Land Use Element, infill programs and policies that Glendale may employ are addressed in greater detail in the Housing and Redevelopment Elements. Air quality and solar access considerations, related land use concerns, are addressed in the Conservation of Resources and Urban Design Elements.

The **Circulation Element**, based on the City's voter-approved Transportation Plan, identifies the general location and extent of existing and proposed major arterials, collector streets and street classifications. The Element, along with the Bicycle Element emphasizes multi-modal transportation options. Public transportation, transit and pedestrian circulation facilities are also discussed and proposed. The Circulation Element supports the proposed land use pattern outlined in the Land Use Element.

The **Recreation Element** along with the **Open Space Element** incorporates, as appropriate, information and standards related to recreation and open space based on existing City standards and desired improvements included in the Glendale Parks and Recreation Master Plan. A comprehensive assessment of recreation facility types is included. The elements present an inventory of existing sites, analysis of forecasted needs, policies for managing and protecting and accessing open space areas, and an action plan to enhance recreational resources. Policies addressing integration and connectivity of regional open spaces are included.

The **Growth Areas Element** identifies locations for focused, appropriate development over the next 25 years. The element identifies target areas suitable for enhanced land use density/intensity, planned multi-modal transportation and infrastructure expansion, and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, and employment uses. The Luke Compatible Growth Area designates land uses that are suitable in close proximity to the military installation and is therefore distinctive from traditional urban growth area expectations.

Environmental Planning and **Conservation of Resources Elements** provide criteria for delineation and protection of areas within the planning area suitable for conservation. Sustainability is addressed in terms of conservation of energy, natural resources and water and air quality. These elements evaluate impacts on air quality, water quality, and natural resources and present policies and strategies to address anticipated effects associated with proposed development under the General Plan. As stated in the Environmental Planning Element,

Glendale 2025: The Next Step

guidelines and strategies are intended to have community-wide applicability. The Conservation of Resource Element specifically addresses soil conservation, floodplain and riverbed protection.

The ***Cost of Development*** outlines City strategies to ensure that new development pays its fair share toward the cost of additional public service needs with appropriate exceptions when in the public interest. Legally accepted tools are identified in this element and the overlapping Public Services and Facilities Element for financing infrastructure and services.

The ***Public Services and Facilities Element*** in concert with the Public Buildings Element identifies police, fire, school, library and other public facilities and provides a framework for their future expansion.

The ***Water Resources Element*** identifies Glendale's current water supplies from surface, groundwater and effluent supplies and analyzes future water demands relative to available supplies.

The ***Housing Element*** consists of recommendations related to variety and mixture of sizes and types, affordability, community needs and provisions for all segments of the population including special needs persons.

The ***Redevelopment*** and ***Neighborhood Elements*** analyze conditions and issues of mature neighborhoods and areas. The elements identify specific recommendations to enhance the city's character and ensure long-term vitality. The Elements specify implementation of the City Center Master Plan for revitalization of the Glendale downtown area.

Economic Development Element provides a framework for determining future land use. The Economic Development Element includes policies and strategies designed to address issue areas through opportunity targets or strategic clusters.

Finally, the ***Safety Element*** provides for emergency response to disasters, enhanced police protection and identification of man-made and geologic hazards.

Glendale 2025: The Next Step is supported by an Implementation Program document and detailed technical appendices containing much of the existing conditions analysis referenced in State Statutes. The General Plan document works with these key, supporting volumes to provide at highly useable but flexible resource for community decision-making.

While the General Plan document is submitted to and approved by the voters, it does not stand alone. All three volumes must remain internally consistent and the Implementation Program and Appendices must be regularly maintained. Similarly, the General Plan elements, all 19, are interrelated and thus provide a comprehensive framework, including the public's expressed needs and desires, to guide the future growth and development of Glendale. The Plan is "**general**" in nature and is intended to provide general guidance while serving as a significant statement of policy. More specific plans are referenced and it is the intention and direction of the General Plan that such adopted plans be consistently implemented.